

Chemical Stockpile Emergency Preparedness Program Public Affairs Integrated Process Team (IPT)

Meeting Minutes

*November 14-17, 2000
Washington, D.C.*

Day One

Introductions

Introduction – Steve Horwitz/John Yaquiant

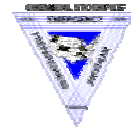
- The Public Affairs IPT is being formed as an action item from the 2000 CSEPP National Conference
- The mission of the Public Affairs IPT as outlined at the National Conference is to :
 - Asses the direction/integration of public affairs resources/issues
 - Recommend site-specific technical assistance

Introduction – Russ Salter

- Vision for the Public Affairs IPT:
 - Provide site-specific strategies
 - Determine how to measure implemented strategies
 - Determine if any national policy is needed
 - Provide for full implementation in 2001
- Additional comments in regard to two sites anticipating the demil phase:
 - Need to work fast and move swiftly to improve public knowledge
 - Need for incremental results, don't wait a year to provide feedback
 - Need a "Public-friendly Plan" that is national and motivates public to action
 - Need information to restore confidence in public perception of CSEPP
 - More aggressive (not necessarily expensive) measures needed
 - Need assurance from the Public Affairs IPT that the program is moving forward
 - Shift in focus of exercise program to "readiness" needs to be considered

Introduction – Denzel Fisher

- Comments:
 - Stressed the importance of public affairs
 - Asked IPT to consider the end results of the group meetings
 - Do people know what to do and when to do it?
 - Are resources being used properly?



- Need for community team and incremental results

Key Words/Phrases to Consider – All

- Community
- Results (incremental)
- Measurement
- Readiness
- Site-specific National Plan

IPT Training – Dan Robinson (Defense Acquisition University)

Abilene Paradox – a theory relating to group dynamics, which states that there can be “unhealthy group agreement”

- Giving up on your point of view too soon

Solutions:

- Integrated – all elements involved
- Recognize that bad group dynamics exist
- Neutral point of view (we are not here to compete)

- Square chart relates to perception
- Listening to other
- Hearing what others say

Facilitator – one who gets involved without getting involved (process with out content)

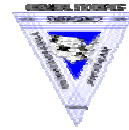
Role of facilitator

- Keep information public
- Know where group is going (process)

IPT – Integrated Process Team

IPT = Doing a good job & getting the job done.

How do you get better levels of understanding?



- Paraphrase/Restate
- Ask questions
- Obtain feedback
- What, where, when, who, how
- NOT why (judgmental and requires defense)

However, the “5 why” process can become useful in an open forum

- Helps to establish the root cause

What is listening?

- Act of **interpretation** in a **pre-existing** background
- www.keirsey.com (personality test, helps to interpret pre-existing conditions)
- Background is critical to clarity and understanding

Communication – exchange of information

Human Coordination – process for mutually coordinating action

- “What are the conditions that will fulfill another person’s request?”
- Mutually coordinated action
- What are the intended outcomes of the activity?

Consensus – general agreement

1. Everyone feels they have an opportunity to make a point
2. Comfortable that others have listened to and understood
3. Decision is one that everyone can live with and support

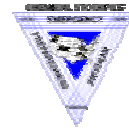
High Performance Teams

1. Follow specific, disciplined processes
2. Use executive leadership tools
3. Are facilitated (balancing act)

Avoid – BOGSAT (bunch of guys sitting around talking)

Elements of effective meeting management:

- Agenda (time schedule, prioritized topic areas, distributed ahead of time, input from group)
 - Membership (stakeholders, contributors, legitimacy)
 - Action items (clear agreement required)
 - Documentation (clear to the point, assigned action items)
 - Old Business/New Business (bring things to closure, nothing falls through the cracks, opportunity for input)
 - Facilitator
1. Goal – define clear purpose and outcome
 2. Aligned objectives



3. Understand interactions (understanding other's objectives, what do others needs from each other)
4. Shared accountability
5. Clear, unambiguous communications
6. Effective interaction
7. High level of trust

NOTE: If first five items are in order, 6 and 7 will follow

Actions: every item has outcomes (intended and unintended)

- Must think through end results (both intended and unintended, positive and negative)

Issues – what are the sets of interrelationships?

- Influencing items (out arrows)
- Impacted items (in arrows)

Dan Robinson

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E-mail: robinson_dan@dau.mil

Charter Development

Don Jacks

- See charter for updates

Facilitator for Day Two

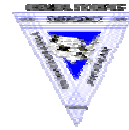
- Mark Clemens elected as facilitator
- Jeff Lindblad elected as alternate

Day Two

PIO Training Opportunities

Bob Norville

- See presentation handout



CSEPP Training Opportunities

EMI has 11 Public Affairs training courses (Emmitsburg, MD)

- Independent study courses (available by phone or internet at <http://emc.ornl.gov>)
- On-site courses
 - Not paid for out of CSEPP budget, EMI pays for airfare and hotel

EMI Training Point of Contact

Juliann Frantz

Phone: (301) 447-7689

IPT should address the following question:

Does CSEPP Public Affairs need a recommended training curriculum for PIOs? (i.e. does the IPT want to endorse a core curriculum?)

- CSEPP has lots of available training materials, the trick is to figure out how to best use the resources

Performance Measurement

Jack Long (IEM) jack.long@ieminc.com

- See presentation handout

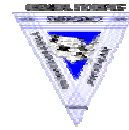
GPRA – Government Performance and Results Act

(initiate relating to the reinvention of government)

- Every federal agency must develop a strategic plan
- Quantitative report must be submitted in 2001

CSEPP

- Program managers spend a lot of time defending the program to Congress; therefore, they need quantitative measurements to justify program expenditures
- Ultimate goal (outcome) is necessary for successful measurement
 - Percents/standards should be set by each community
 - Stakeholder involvement is crucial in performance measurement development
- Focus on OUTCOMES (not how many sirens, but how many people were warned by the sirens)
- Performance measures will determine the “weak” areas, funds can then be allocated to support these areas
- IPT focus: What are the tools we can use to measure public awareness?



Other Updates

Kay Ingle (Argonne)

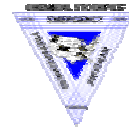
- Training
 - New JIC course
 - More focus on community needs
 - Pilot class in Arkansas in January 2001
 - Monitoring and analysis
 - Telephone team training
 - News conference module
 - Exercise evaluation
 - Newswriter disk (new version under development, will be available in 2002)
 - Journalism 101 (self-paced teaching tool)
- Spokesperson training (John Yaquiant is POC)
 - One day course
 - Designed for decision-makers
 - On camera training
- Brochures
 - Moving forward
 - New brochure
 - 100,000 printed
 - See Kay to let her know how many are needed for each site

Nicole Smith (IEM, Inc.)

- Public Outreach CDs
 - Designed to prepare public for an emergency
 - Includes response actions (protective actions)
 - Designed to instill a trust in work of FEMA and Army
- Contact Nicole if you need for CDs

LTC Lantzer (SBCCOM) - Welcome

- Expressed appreciate for everyone's involvement in the IPT
- Concern it attempt to emphasize public affairs
 - We have been working hard, but public affairs is a tough job
 - Goal is to make more people aware
 - Educate people about response
 - Need to impress upon people that they are responsible for their own safety and the safety of their families



Peggy J. Stahl (FEMA)

- School Safety through Emergency Preparedness
 - Outreach programs for school preparedness
 - School system evacuation program
 - 3-Day course designed for those who work with school preparedness
 - Includes first responders
 - Includes background/plans & procedures/risk identification/exercises
 - Includes any legal implications
 - Address media issues
- Helps schools build a preparedness plan
- Through schools, inform parents of what to do

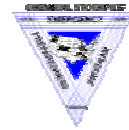
Peggy J. Stahl, Outreach Branch Chief
FEMA Preparedness, Training, and Exercise Directorate
Phone: (202) 646-3013
Fax: (202) 646-3397
E-mail: peggy.stahl@fema.gov

Issues Identification

- What is the face of CSEPP?
- How do we make the world look at CSEPP and listen?
- Immediate issues
- Long-term issues
- National
- Site-specific
- Public
- Internal
- Media

Communication is not a linear process, issues relate to each other.
Task is to drive our communications forward, but we must identify other ripples already in the water.

*See Word Document entitled ***IPT_Issues_Final.doc*** for the list of collected issues.*

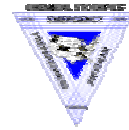


Public Affairs Conference Discussion

- Denzel Fisher is willing to accept ideas for a request for conference
 - Wants to know benefits
 - Needs to see expected outcomes/results

Election of Chair and Co-Chair

- Steve Horwitz elected as chair
- John Yaquiant elected as co-chair



Day Three

Strategy Development

Facilitators: Kim Fuller and AJ Grant

Agenda

- **Action plan** vs. strategy
- **Perception** is reality
- **Assessing** image
- **Choosing** appropriate images
- **Process** to develop plan
- **Message** development (strengths/weaknesses)
- Message **Formats**
- **Delivery** (consistency)
- **Performance** measures

Communication is an UNCONSCIOUS act
We need to make it CONSCIOUS

Information Reception

We receive so much information at any one time, that we are required to make snap judgement calls. However, people receive different amounts of information. The information they interpret is their truth. As communicators, we need to be able to provide more information to help other's see our truth.

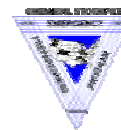
- Need to respect other's truths

Union Carbide Video (Robert Kennedy, President)

- **Outreach** programs must include **inreach** programs (must reach employees)
- Assessment of how people transfer emotions to rational thoughts (emotions can't be compared to rational thought)
- Kennedy made himself the victim (used to addressing business/economic issues; therefore he gave an economic perspective)

Needed:

- Emotional commitment to the community
- Need connection between plan and community
- Acknowledgement of accident and community occurrences
- Admittance of obvious (we messed up, we lost trust)
- Recognition of audience and their concerns
- Conversation needs to start where community is, not where company is
- Must recognize comfort zone, don't want to be contrived in your communications (be like you)
- Find middle ground (manner, attire, etc.)



CSEPP Stakeholders

- Businesses
- Schools
- Regulators
- Families
- Media
- Internal audience
- Public community
- Special interest advocacy groups
- Internal workers
- Elected officials
- Farmers
- Crops
- Ethnic groups
- Amish
- Transient population
- Native tribes
- NASCAR
- Hearing impaired schools
- Festival participants
- Animals (pets & livestock)
- Medical community
- Nurseries
- Elderly population

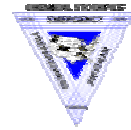
Public Affairs Strategy needs to acknowledge all groups as subsets (site-specific customization must include unique stakeholders for each site)

- Must realize and respect all stakeholders points on view
- We make assumptions/judgements about the various stakeholders
- Must erase assumptions and start over to reach the stakeholders
- Must come from where audience is (not where we are)
- Determine what each group is most scared of and acknowledge that fear (talk about it)
- Use the language of each stakeholder
- Determine issues with each stakeholder group

Where are you now?

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Level of satisfaction determines level/caliber of communication



Umatilla	Antagonistic, repeated conflicts
Anniston	Antagonistic, repeated conflicts
Umatilla	Note sure, concerned
Blue Grass	Fair
Pine Bluff	Satisfactory
Tooele	Between Satisfactory and good, but tentative
Newport	Good, but tentative

Develop a directory of community members

- History
- Discussion points
- Previous experiences with site
- Allies
- Issues
- Antagonists (we often call these people as soon as our allies – bring them in early)

Self-Assumptions

- Where are we in regard to public trust?

Types of Communication Strategies:

- Stonewall (don't tell them anything, keep quiet, choosing not to say anything)
- Missionary (we want to tell them something, but we are not sure what; dangerous because we tend to force feed them information)
- **Dialogue** (this is where we focus our strategy, uses personal energy, admitting the obvious, acknowledging public emotion)

Choosing Appropriate Image/Message Development

Strategy

1. Core message
2. Strategy components
3. Packaging message

Strategy development:

- Identify your three best strengths

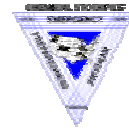


Image development (emotional images in bold)

- Competent
- Experts
- Prepared
- **Concerned**
- **Trustworthy**
- **Responsive**
- United
- **Team partnership**
- **Forthright**
- Knowledgeable
- **Friendly**
- **People/Folks**

These are words, but how do they look?

What sort of a consistent look do we want to put forward?

How do we collect the image?

Message/Image

- Somebody knows (credibility)
- Confidence (identity as expert)

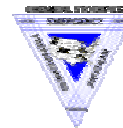
Higher Themes

Announce Campaign

- Time frame (announce 2 months prior, follow-up closed to)
- Look for

IPT Interest in messages and how to deliver them

- Messages
 - Alert and Notification Awareness
 - Protective Actions (shelter-in-place vs. evacuation)
 - Changes to protective action recommendations

**Public concern:**

What's there?

How does it affect me?

Who is affected?

How do I find out if there is a problem?

What do I do and why?

1. What happened?
2. What it means to people?
3. What are you doing about it?

CSEPP is complicated information that needs to be portrayed simply. How do we get people to care? What is the motivator? What is in it for the public?

Need public responsibility

Umatilla message points (answers to questions about fears):

- Liquid, not gas
- Only chemical, not nuclear or biological
- 3 types of chemical

Campaigns: How in depth do we want to get? What is the starting/stopping point?

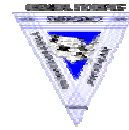
Messages:

- Who are we?

History

- Weapons produced in case we had to go to war
- Chemicals
- Safe storage
- Process of destruction
- Stored in 8 sites
- Dangerous, BUT it is safe (mixed message)
- Began process of elimination (safely getting rid of)
- We are making the world a safer place
- Production of peace
- Making things safer
- BUT there is the possibility of an accident
- THEREFORE, public needs protection

Start where public is, then move to where CSEPP is.



Risks (dangers that are “big” and “bad”)

- Fires
- Tornadoes
- Falling down
- Earthquakes
- Lightning

BRIDGE:

- We live in a world that has dangers (must take responsibility for personal safety)
- The place we live in has risks (city/school)
- Prepare for risks (what can you do ahead of time)
- Don't worry, BUT be prepared (apathy issue)
- Issue of time (how long to people have to protect themselves)

Balance between getting them to listen, versus scaring them

SITES:

- Store weapons

Strategy Development

- Things we have to say
- Messages that have to do with everyone
- Voice
- Medium
- Begin with end (mission statement) in mind
- Creating a process of how we say what we need to
- Need to create messages that can be put on everything

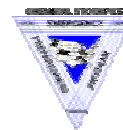
National

Recognizing common audiences (business and schools)

- How to we communicate shelter-in-place to them?

Concerns

- Implementation periods
- Organized process
- Realistic expectations
- Framework for moving forward



Campaign to Raise Awareness

- Image
- Targets
- Message
- Presence (how much/how often)
- Timing
- How to respond/actions
- Community (sub-plans)

We know the message, but what is the best way to say it???

IPT: How do we craft a national strategy and in the process, how do we move forward with individual forums?

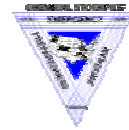
STRATEGY		
Image: People focused, Specialists		
Location	Communication Forum	Mode of Communication (media)
Personal Local	Neighborhood, coffee, elks, churches	Dialogue (handouts, videos)
Community	Event, Schools, Businesses	Lesson plans, web, print, coloring book, displays
General	Web <ul style="list-style-type: none"> • Schools • Businesses • Site specific • CD games 	Print handouts, videos
National		
	Congressional Offices	Site visit, press releases, www.readygetsetact.com

What we say (materials) have a certain personality

Internal initiative is key

Modes of Communication (media tools)

- Message of the day/month from JIC (coordinated messages) (call outs, 800 #s)
- Surveys (find awareness level, media reports on findings – give message of CSEPP)
- Office message machines (tag lines)



MESSAGES

- Your safety counts
 - Being safe means – knowing alert systems, taking action
- Safety depends on you
- Make a safe choice
- Do you know what to do?
- Ready? Get set... shelter.
- Ready? Get set... Act now.
- CSEPP. It works with you.
- Making chemical weapons history.
- Timing is critical (explain for each incident)

Ask a question – put it in someone else's life

Campaign – Message of the month that lasts 6 months

Ready? Get set... Act!

- Challenge
- Motivational

What does READY mean?

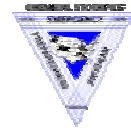
- Awareness of alert and notification systems
- To know more check with (web site, phone number, etc.)

Get Set

- Have a plan and have the tools and practice
 - Emergency Response Plans
 - Shelter-in-place kits
 - Know your zone
 - School plan
 - Shelter-in-place procedures
 - Having tone alert radio

Act

- Tune to EAS radio and TV stations
- Don't hesitate



1. SIP
 - Shelter kits (instructions, how to)
 - Home, business, school
2. Evacuate
3. Stay Tuned/Follow Instructions

Ready? Get set... act!

Safety depends on you.
Safety is everyone's business.
Be part of the team.
Make safety your choice
Choose safety.
Three steps to being safe.

Performance Measurement

Create a baseline (assessment of awareness per site, 400 persons per community)

Measurement (level of awareness, readiness, ability to act)

Populations

Umatilla:

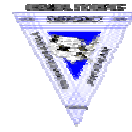
IRZ – 29,447

PAZ –

Create tracking mechanisms

GOALS:

- Media Coverage
 - 5-7 story placements in local media in first 6 months (message mentioned in article)



- Personal interaction
- Internet communications (# of hits)
- Intranet (internal) Communications